



FY2013 Performance and Accountability Report

**Montgomery County
Department of Environmental Protection**





DEP Alignment to County Priority Objectives

Montgomery County Priority Objectives

- **A Responsive and Accountable Government**
- Affordable Housing in an Inclusive Community
- An Effective and Efficient Transportation Network
- Children Prepared to Live and Learn
- **Healthy and Sustainable Communities**
- Safe Streets and Secure Neighborhoods
- A Strong and Vibrant Economy
- Vital Living for All of Our Residents

DEP Headline Performance Dashboard

<u>Headline Performance Measure</u>	<u>FY12 Results</u>	<u>FY13 Results</u>	<u>Performance Change</u>
Average number of days to resolve environmental enforcement cases	40	26	
Percent of customers who rated themselves as satisfied with DEP response to environmental complaints	71.4%	70.8%	
Percent of total municipal solid waste recycled	62.68%*	59.9%*	
Percent of Total Municipal Solid Waste Sent to Landfill	14.7%	15.5%	
Average number of recycling collections missed per week, not picked up within 24 hours	7	5	
Average number of refuse collections missed per week, not picked up within 24 hours	3	3	
Single-family Solid Waste Charge: System Benefit Charge, covers the portion of the county costs of providing basic solid waste services for single-family waste not covered by disposal and tipping fees. (dollars per household)	\$214	\$214	

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DEP Headline Performance Dashboard (cont.)

<u>Headline Performance Measure</u>	<u>FY12 Results</u>	<u>FY13 Results</u>	<u>Performance Change</u>
Single-family Solid Waste Charge: Refuse Collection Fee, charged for once per week curbside collection including on-call bulk pickups (dollars per household)	\$70	\$66	
Percent of the nitrogen pollution reduction goal met	0.84%	1.58%	
Percent of the phosphorous pollution reduction goal met	2.26%	4.17%	
Percent of the impervious acreage control goal met	2.53%	6.30%	
County watershed stream quality Index of Biological Integrity (IBI) score	56.5%**	58.2%**	
Residential building energy use as a measure of greenhouse gas reductions	-	-	
Non-residential building energy use as a measure of greenhouse gas reductions	-	-	

*Data are reported in calendar years. Data represent CY11 and CY12.

**Data are reported in calendar years. Data represent CY12 and CY13.



Montgomery County Department of Environmental Protection
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DEP At A Glance

What Department Does and for Whom

Overall

The Department of Environmental Protection's mission is to protect and enhance the quality of life in our community through the conservation, preservation, and restoration of our environment. This is performed through the divisions and programs listed below.

Watershed Management (DWM)

- Construction and restoration of watershed management facilities
- Inspection and maintenance of stormwater facilities
- Planning, monitoring water quality, outreach and education; and MS-4 Permit implementation and reporting

Policy and Compliance (DEPC)

- Enforce environmental regulations
- Develop environmental policies & programs related to: sustainability, air & water quality, energy, forests & trees, noise
- Oversee education and outreach activities

Water and Wastewater Policy (WWP)

Analyze, develop, and recommend local and regional water supply and wastewater disposal service policies; develop groundwater monitoring reports for DSWS facilities

How Much / How Many

FY13 Budget: \$127,638,766

- Solid Waste Fund: \$108,412,886
- Water Quality Protection Charge (WQPC): \$17,714,898
- General Fund: \$1,510,982

FTEs: 194

FY13 Budget: \$17,714,898 (13.9 % of budget)

FTEs: 79.1

FY13 Budget: \$1,007,280 (0.8% of budget)

FTEs: 8.4

Note: Additional 4.3 WYs related to enforcement activities are charged to the Water Quality Protection and Solid Waste Funds

FY13 Budget: \$503,702 (0.4% of budget)

FTEs: 3



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DEP At A Glance

What Department Does and for Whom

Solid Waste Services (DSWS)

- Collect, process, and manage refuse generated in Montgomery County. Monitor and enforce contracts with private collectors for residential refuse collected at 91,000 homes in Sub District A.
- Oversee single and multi-family residential and non-residential recycling. Administer and oversee compliance with the County's recycling regulations.

How Much / How Many

- FY13 Budget: \$78,849,901 (61.8% of budget)
FTEs: 39.6

Note: Process and dispose of refuse from 212,304 homes, 118,800 multi-family households, and over 65 percent of 35,000 businesses.

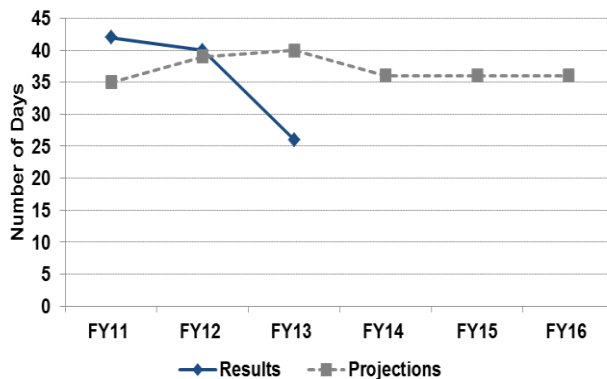
- FY13 Budget: \$29,562,985 (23.2% of budget)
FTEs: 63.9

Note: Monitor and enforce countywide contracts with private collectors for residential recycling collection for 212,304 homes. Enforce recycling to 35,000 businesses and 118,800 multifamily units.



Headline Performance Measure 1: Average number of days to resolve environmental enforcement cases

Performance Trends



	FY11	FY12	FY13	FY14	FY15	FY16
Results	42	40	26			
Projections	35	39	40	36	36	36

Factors Contributing to Current Performance

- New case management system linked directly to MC311
- Training and experience of enforcement staff
- Increased focus on illicit discharge detection and enforcement

Factors Restricting Performance Improvement

- Complexity of cases
- Increase in mixed use development (residents/businesses intermingled) creates potential for more long-term cases involving noise, air quality, odor, and other complaints

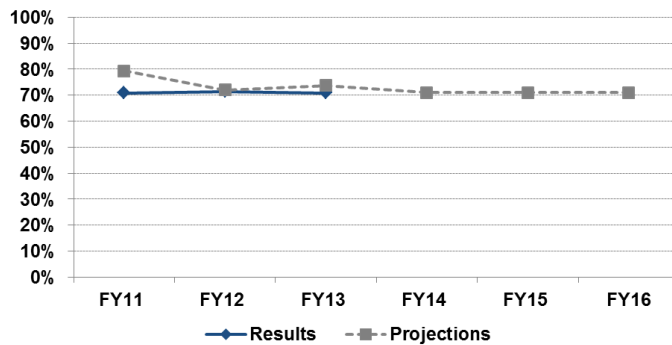
Performance Improvement Plan

- Continue to train staff on relevant environmental and customer service issues.
- Continue to refine the new case management system to facilitate resolution of issues.
- Address deficiencies in laws and regulations that create enforcement issues (e.g. develop regulations for certain noise related activities as provided for in County Code).



Headline Performance Measure 2: Percent of customers who rated themselves as satisfied with DEP response to environmental complaints

Performance Trends



	FY11	FY12	FY13	FY14	FY15	FY16
Results	70.8%	71.4%	70.8%			
Projections	79.4%	72.0%	73.7%	71.0%	71.0%	71.0%

Factors Contributing to Current Performance

- New case management system linked directly to MC311
- Training and experience of enforcement staff

Factors Restricting Performance Improvement

- Complexity of cases
- Survey response may reflect outcome of case rather than DEP's performance in addressing case

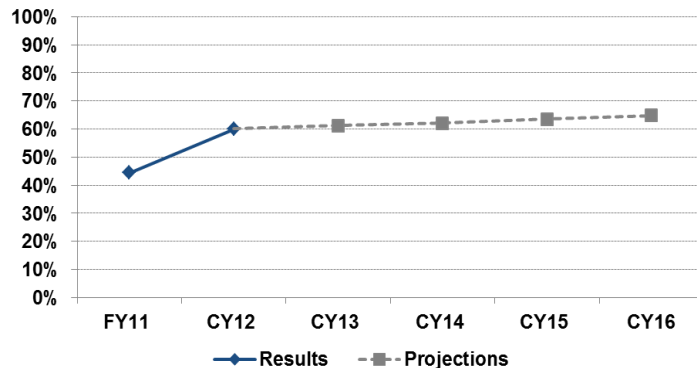
Performance Improvement Plan

- Continue to emphasize good customer service, public outreach and education, including constant and open communication with parties involved in enforcement cases. In many cases, constant communication and education with affected parties regarding the status of a case will lead to satisfied customers even if the resolution was unfavorable to them.
- Continue to train staff on relevant environmental and customer service issues.



Headline Performance Measure 3: Percent of Total Municipal Solid Waste Recycled - *The County's goal is to reduce waste and recycle 70% of all waste generated by 2020.*

Performance Trends



	FY11	CY12*	CY13*	CY14*	CY15*	CY16*
Results	44.4%	59.9%**	N/A			
Projections		60.0%	61.2%	62.1%	63.5%	64.8%

*Adopted the State of Maryland methodology for measuring the County's recycling rate; beginning with CY12 this measure is the Waste Diversion Rate (Recycling Rate + Source Reduction Credit)

**Submitted CY12 Tonnage Report to the State of Maryland; MDE is reviewing and finalizing the report and adjustments are likely.

Factors Contributing to Current Performance

- Outreach and education motivating people to recycle more
- Enforcement efforts to ensure compliance with recycling regulations

Factors Restricting Performance Improvement

- External forces affect waste generation and consumption in the County, including economic conditions, packaging trends, etc.

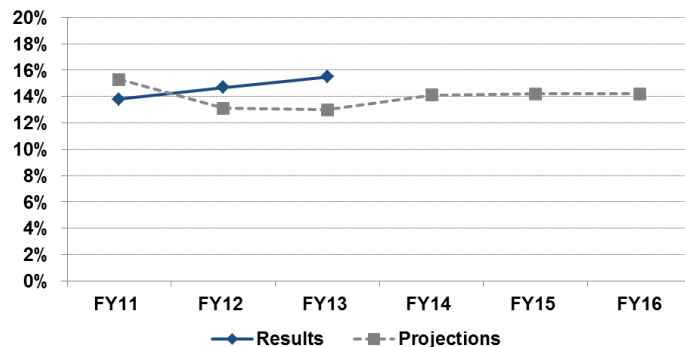
Performance Improvement Plan

- Continue providing education, outreach, training, technical assistance, and guidance across all sectors to single-family and multi-family residents, multi-family property owners, managers, condominium and common ownership community boards, and businesses including business owners, managers, commercial property owners, property management companies, employees, commercial service providers, and refuse and recycling collection companies to further increase participation in and achievement in recycling, waste reduction and buying recycled programs.
- Continue enforcement initiatives to ensure compliance with recycling regulations.
- Continue to further expand the County's recycling program to add more commodity types that can be recycled.
- Continue to monitor market situations and push markets in order to pursue additional opportunities to recycle more materials.



Headline Performance Measure 4: Percent of Total Municipal Solid Waste Sent to Landfill – The County’s programs to recycle, grasscycle, and convert refuse to energy are designed to send a smaller percentage of MSW to the landfill.

Performance Trends



	FY11	FY12	FY13	FY14	FY15	FY16
Results	13.8%	14.7%	15.5%			
Projections	15.3%	13.1%	13.0%	14.1%	14.2%	14.2%

Factors Contributing to Current Performance

- The County’s successful recycling program
- Volume reduction through energy conversion
- Reduced waste generation in the County
- Total MSW declined due to the economy, which affects landfill volume

Factors Restricting Performance Improvement

- Outside forces drive generation (e.g. packaging, economy, etc.)
- Private export of waste

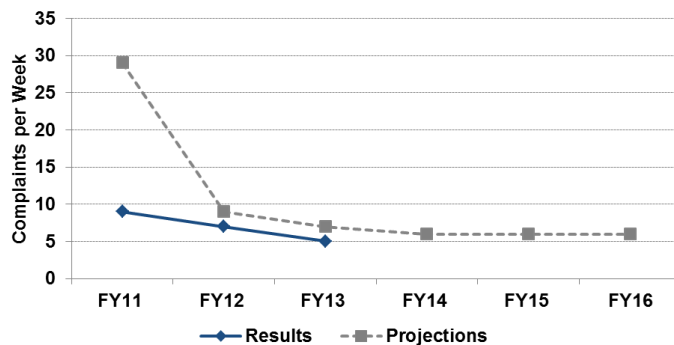
Performance Improvement Plan

- Increased recycling reduces landfilling
- Continue beneficial reuse of ash up through FY17 (end of current contract; options for beyond this period will be evaluated)



Headline Performance Measure 5: Missed Recycling Collection Complaints Per Week - Average number of recycling collections missed per week, not picked up within 24 hours.

Performance Trends



	FY11	FY12	FY13	FY14	FY15	FY16
Results	9	7	5			
Projections	29	9	7	6	6	6

Factors Contributing to Current Performance

- Timely receipt of service requests from MC311, and subsequent dispatch to field staff and contractors via email and text
- County Inspectors patrolling routes post-collection; phoning contractors to return to collect late set-outs

Factors Restricting Performance Improvement

- Increased contamination of recycling bins
- Late set-outs
- Turnover of collection crews unfamiliar with routes
- Weather

Performance Improvement Plan

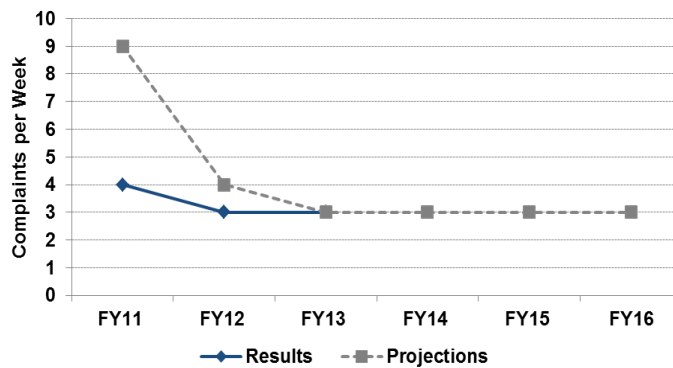
- Continue working with MC311 staff to provide recurrent training to Customer Service Representatives
- Emphasis on collection crew continuity will result in route familiarity and consistent service standards
- Conduct outreach to residents:
 - a) how to properly prepare items for collection
 - b) materials must be at the curb by 7 AM
 - c) do not mix paper recyclables with commingled
 - d) increase participation in low performing areas



Headline Performance Measure 6: Missed Refuse Collection Complaints Per Week

- Average number of refuse collections missed per week, not picked up within 24 hours.

Performance Trends



	FY11	FY12	FY13	FY14	FY15	FY16
Results	4	3	3			
Projections	9	4	3	3	3	3

Factors Contributing to Current Performance

- Timely receipt of service requests from MC311, and subsequent dispatch to field staff and contractors via email and text
- County Inspectors patrolling routes post-collection; phoning contractors to return to collect late set-outs

Factors Restricting Performance Improvement

- Late set-outs
- Turnover of collection crews unfamiliar with routes
- Weather

Performance Improvement Plan

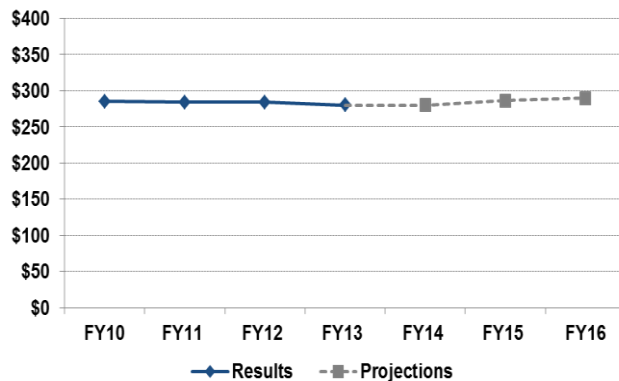
- Continue working with MC311 staff to provide recurrent training to Customer Service Representatives
- Emphasis on collection crew continuity. Will result in route familiarity and consistent service standards
- Conduct outreach to residents:
 - a) how to properly prepare items for collection
 - b) materials must be at the curb by 7 AM



Headline Performance Measures 7 and 8: Single-Family Solid Waste Charges –

Rate setting method is used to ensure fees and charges are calculated to reflect, as fairly as practicable, the costs to the County of providing solid waste services.

Performance Trends



	FY11	FY12	FY13	FY14	FY15	FY16
Results	\$210* \$74**	\$214* \$70**	\$214* \$66**			
Projections				\$214* \$66**	\$218* \$68**	\$219* \$71**

*Denotes the System Benefit Charge – Charges assessed to improved properties that help cover the costs of basic programs and facilities to manage all County solid waste generation

**Denotes the Refuse Collection Charge – Fees charged to provide the refuse collection service

Factors Contributing to Current Performance

- Reduced cost due to compressed natural gas (CNG) collection and extending the Covanta contract

Factors Restricting Performance Improvement

- Increases in contract costs
- Changes in commodity markets
- Decreases in investment income (earnings)

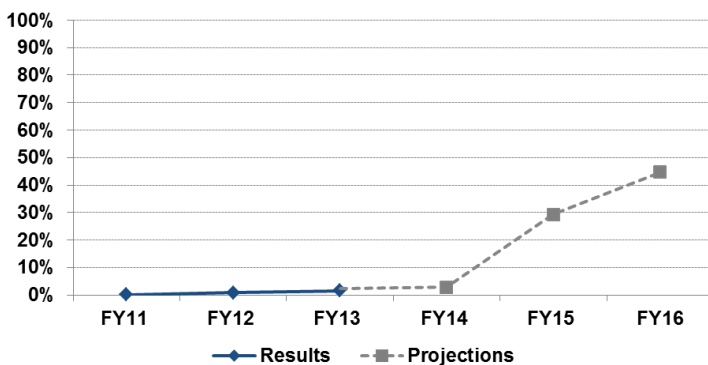
Performance Improvement Plan

- Maintain the Solid Waste Enterprise Fund's current and six-year projected fiscal health goals while practicing prudent financial management
- Continue benchmarking with other similar jurisdictions with regard to fees charged and services rendered to ensure DSWS is delivering the best service in a cost effective manner
- Continue rate model enhancements, and rate stabilization over the six year planning period to ensure our customers (citizens) are charged an equitable fee for service
- Through the use of Oracle ERP/BI reporting tools maintain accountability and transparency in financial reporting for public disclosure to ratepayers
- Continue to perform activity based costing in order to provide trend analysis with respect to the cost-effectiveness of the County's various solid waste management activities



Headline Performance Measure 9: Percent of the nitrogen pollution reduction goal required to meet County's share of Chesapeake Bay Total Maximum Daily Load (TMDL) achieved through watershed restoration

Performance Trends



	FY11	FY12	FY13	FY14	FY15	FY16
Results	0.14%	0.84%	1.58%			
Projections			2.31%	2.86%	29.29%	44.65%

Factors Contributing to Current Performance

- FY10 is the baseline year
- FY17 goal is 60%
- Watershed restoration work is increasing
- Current loading rates and pollutant removal efficiencies are conservative and are likely to be refined

Factors Restricting Performance Improvement

- Available data is constantly being refined, and models continually updated
- Pace of watershed restoration progress is limited by staff available and design and permitting timelines
- Limited number of restoration sites

Performance Improvement Plan

The DEP completed the Montgomery County Coordinated *Implementation Strategy (Strategy)*, which provides the framework of best management practices (BMPs) types, restoration locations, cost estimate, and timelines to meet the National Pollutant Discharge Elimination System Municipal Separate Storm Sewer System (MS4) permit impervious restoration goal and to make progress for Chesapeake Bay TMDL pollutant reductions. Achieving the water quality goals will require a mix of restoration practices including structural BMPs, non-structural BMPs such as raingardens and increased education and outreach.

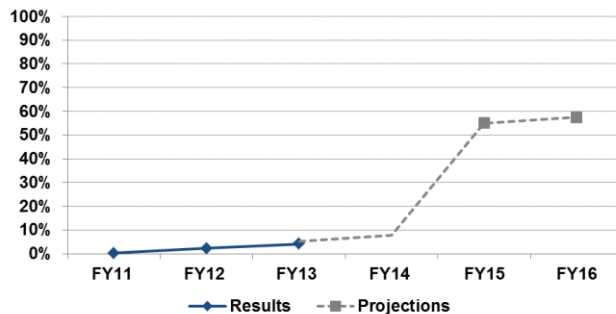
The Chesapeake Bay TMDL baseline year is 2010. Since 2010, and the issuance of the third generation MS4 permit, WMD has been significantly increasing the implementation rate of watershed restoration projects.

In FY13, WMD obtained contractual support for MS4 permit implementation, and comprehensive water quality engineering for all aspects of watershed restoration planning and design. WMD also added a construction management team, including five preapproved construction contractors, to build the restoration projects. The combined contractual support is critical to accelerate the watershed restoration implementation rate and meet the MS4 permit requirements. The full effects of this acceleration should result in the large pollutant decreases, and impervious acreage control increases projected for FY14-FY16.



Headline Performance Measure 10: Percent of the phosphorous pollution reduction goal required to meet County's share of Chesapeake Bay TMDL achieved through watershed restoration

Performance Trends



	FY11	FY12	FY13	FY14	FY15	FY16
Results	0.32%	2.26%	4.17%			
Projections			5.3%	7.72%	55.05%	57.53%

* Chesapeake Bay TMDL established in FY10

Factors Contributing to Current Performance

- FY10 is the baseline year
- FY17 goal is 60%
- Watershed restoration work is increasing
- Current loading rates and pollutant removal efficiencies are conservative and are likely to be refined

Factors Restricting Performance Improvement

- Available data is constantly being refined, and models continually updated
- Pace of watershed restoration progress is limited by staff available and design and permitting timelines
- Limited number of restoration sites

Performance Improvement Plan

The DEP completed the Strategy, which provides the framework of BMP types, restoration locations, cost estimate, and timelines to meet the MS4 permit impervious restoration goal and to make progress for Chesapeake Bay TMDL pollutant reductions. Achieving the water quality goals will require a mix of restoration practices including structural BMPs, non-structural BMPs such as raingardens and increased education and outreach.

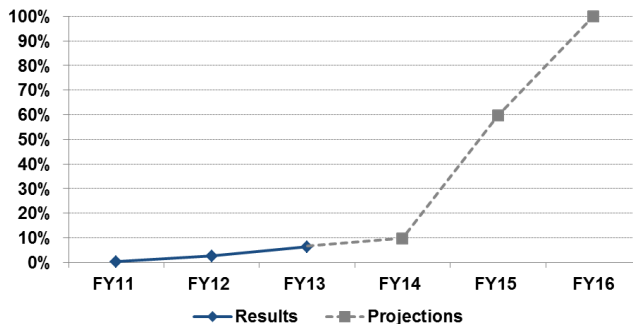
The Chesapeake Bay TMDL baseline year is 2010. Since 2010, and the issuance of the third generation MS4 permit, WMD has been significantly increasing the implementation rate of watershed restoration projects.

In FY13, WMD obtained contractual support for MS4 permit implementation, and comprehensive water quality engineering for all aspects of watershed restoration planning and design. WMD also added a construction management team, including five preapproved construction contractors, to build the restoration projects. The combined contractual support is critical to accelerate the watershed restoration implementation rate and meet the MS4 permit requirements. The full effects of this acceleration should result in the large pollutant decreases, and impervious acreage control increases projected for FY14-FY16.



Headline Performance Measure 11: Percent of the impervious acreage control goal required by the County's Municipal Separate Storm Sewer System (MS4) Permit achieved through watershed restoration

Performance Trends



	FY11	FY12	FY13	FY14	FY15	FY16
Results	0.26%	2.53%	6.30%			
Projections			6.70%	9.7%	59.6%	100%

*New MS4 Permit Issued in FY10

Factors Contributing to Current Performance

- 100% goal is 4,300 impervious acres
- Watershed restoration work is increasing
- DEP has achieved significant inter-agency partnerships allowing for an increased number of completed restoration projects

Factors Restricting Performance Improvement

- Available data is constantly being refined
- Pace of watershed restoration progress is limited by staff available and design and permitting timelines
- Limited number of restoration sites

Performance Improvement Plan

WMD completed the Strategy which provides the framework of BMP types, restoration locations, cost estimates, and timelines to meet the MS4 permit impervious restoration goal and to make progress for Chesapeake Bay TMDL pollutant reductions. Achieving these water quality goals will require a mix of restoration practices including structural BMPs, non-structural BMPs such as raingardens, and increased public outreach and education.

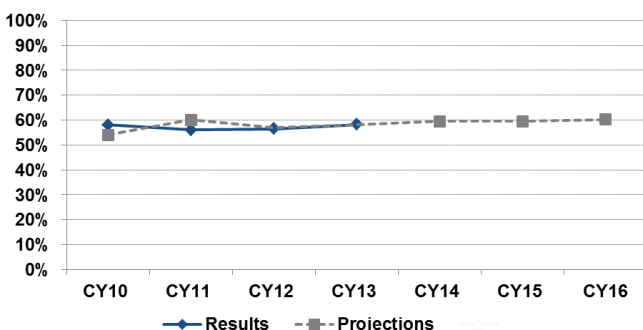
In FY13, WMD obtained contractual support for MS4 permit implementation, and comprehensive water quality engineering for all aspects of watershed restoration planning and design. WMD also added a construction management team, including five preapproved construction contractors, to build the restoration projects. The combined contractual support is critical to accelerate the watershed restoration implementation rate and meet the MS4 permit requirements. The full effects of this acceleration should result in the large pollutant decreases, and impervious acreage control increases projected for FY14-FY16.

In FY14, additional impervious acreage control will be reported that reflect refined data and the additional watershed restoration efforts of DEP partners. DEP is currently delineating the drainage areas of over 1,000 stormwater BMPs, added subsequent to the Strategy development, which will greatly increase total amount of impervious area controlled by stormwater management. In addition, DEP is documenting the impervious area control achieved by restoration projects completed by DEP's partners, including State Highway Administration, WSSC and M-NCPPC.



Headline Performance Measure 12: Index of Biological Integrity (IBI) in County Watersheds – Percent of Stations Rated Good to Excellent

Performance Trends



	CY10	CY11	CY12	CY13	CY14	CY15	CY16
Results	58%	56%	56.5%	58.2%			
Projections	54%	60%	57%	58.2%	58.9%	59.6%	60.4%

Factors Contributing to Current Performance

- Increased number of stream restoration and stormwater retrofit projects
- Improved Best Management Practices
- Increased stormwater facility inspections
- New state mandated pollution load reduction targets

Factors Restricting Performance Improvement

- Additional development/increased imperviousness
- Staffing and financial resources
- Available data is constantly being refined, and models continually updated
- Limited number of restoration sites

Performance Improvement Plan

The DEP completed the Strategy, which provides the framework of BMP types, acres for restoration, cost estimate, and timelines to meet the MS4 permit impervious restoration goal, to make progress for Chesapeake Bay TMDL pollutant reductions, and to protect and improve our local streams and watersheds. Watersheds correspond to those used in the Strategy and the individual watershed implementation plans

The Index of Biological Integrity (IBI) is a calculated value to rate County streams into four categories; excellent, good, fair and poor. The percent shown in this headline measure is based on a five year rolling average (e.g. CY10 is actually 2006-2010) and includes the most recent baseline monitoring data from each watershed including that year's data for all four Special Protection Areas (SPAs) in the Anacostia, Lower Potomac Direct, Rock Creek, and Seneca Creek watersheds. The SPA stations are in areas undergoing rapidly land cover changes and results may not be representative of County watersheds in general.

For 2014, DEP is considering changes to this Headline Performance Measure that will be more sensitive to changes outside of the SPAs.



Headline Performance Measure 13: Residential building energy use as a measure of greenhouse gas reductions

Performance Trends

Note: This measure is under construction. The data is being updated based on new information made available to DEP from data collected by Finance as part of the County's Fuel Energy Tax.

Factors Contributing to Current Performance

-

Factors Restricting Performance Factors

-

Performance Improvement Plan

-



Headline Performance Measure 14: Non-Residential building energy use as a measure of greenhouse gas reductions

Performance Trends

Note: This measure is under construction. Data is being updated based on new information made available to DEP from data collected by Finance as part of the County's Fuel Energy Tax.

Factors Contributing to Current Performance

-

Factors Restricting Performance Improvement

-

Performance Improvement Plan

-



Responsive and Sustainable Leadership:

Responsive and Sustainable Leadership has been the cornerstone of the County Executive's vision for Montgomery County government. To advance this vision, we have identified eight overarching goals for all County departments:

1) Effective and Productive Use of the Workforce/Resources:

Department actively works to effectively and productively use its workforce/resources, including, but not limited to, better management of overtime, implementation of productivity improvements, reduction of ongoing costs, and efficient use of other resources.

a) *90% increase in average overtime hours used by all full-time, non-seasonal employees. DEP went from 0.52 overtime hours per full-time, non-seasonal employee in FY12 to 0.99 hours in FY13.**
(Source: CountyStat)

b) *0.9 percentage point decrease in average Net Annual Work Hours for all full-time, non-seasonal employees.** (Source: CountyStat)

** The values are based on the employee's HR Organization and not assigned Cost Center(s).*

2) Internal Controls and Risk Management:

Department actively assesses its internal control strengths, weaknesses, and risks regarding compliance with laws, regulations policies and stewardship over County assets. Department reviews and implements Internal Audit recommendations in a systematic and timely manner, and proactively manages risk pertaining to improving workplace safety, decreasing work-related injuries, and reducing County exposure to litigation.

a) *0%* of 3 Audit report recommendations were fully implemented since issuance of the audit report* (Source: Internal Audit will provide to CountyStat)

**As of April 2014, these audit recommendations have been implemented by DEP.*

b) *78% decrease in number of work-related injuries (9 in FY12 to 2 in FY13)* (Source: Risk Management)



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3) Succession Planning:

Department actively plans for changes in its workforce, in order to maintain continuity of services, develop staff capabilities, maintain and/or transfer knowledge, and enhance performance.

a) List all the key positions/functions in your department that require succession planning (Source: Department)

Division	Number of Critical Positions	% of Positions Where Knowledge, Skills, and Abilities have been Identified	% of Positions with Long Term Plan in Place	% of Total Critical Positions in DEP
Director's Office	2	100%	0%	12%
Solid Waste	6	100%	100%	35%
Watershed Management	9	100%	11%	53%

b) 41% of those identified key position/functions have developed and implemented long-term succession planning (Source: Department)

- DSWS - Provides cross-training of employees; management and leadership development training, mentoring of employees; and skill development of employees through participation in courses and training sessions.
- DEPC - Enforcement staff is trained and gains experience across the entire range of environmental issues addressed by the department, which allows more flexibility in responding to temporary or long-term staffing changes.
- WMD – Utilizes a highly successful volunteer/intern program to help fill vacancies. Top talent from undergraduate and graduate programs in the region are mentored and trained in the unique-skill sets required for biological monitoring program and data management (including use of GIS).
- WMD - To develop a career ladder within the division, staff is encouraged to present their work at local conferences; attend workshops, courses, and training; and attend free Webinars and trainings hosted by federal and regional agencies.

4) Mandatory Employee Training:

Department systematically monitors and actively enforces employees' mandatory and/or required trainings.

75% of DEP's employees who have fulfilled mandatory County/State/Federal training requirements (Source: Department)



5) Workforce Diversity and MFD Procurement:

Department actively participates in the recruitment of a diverse workforce and enforcement of MFD procurement requirements.

Workforce Diversity: The department actively participates in the recruitment of a diverse work force and MFD procurement requirements.

- In FY12, DEP was successful in hiring a bilingual outreach and education specialist in support of the County's stormwater permit, as well as a bilingual MLS position.

MFD Procurement: refer to or attach summary yearly report prepared by DGS
(Source: Department provides and CountyStat validates) ([Link to report](#))

Total Dollars Subject to MFD: \$73,663,412

MFD Utilization: \$16,255,369

Percent of MFD Utilization: 22.03%

Percent of Total MFD Dollars: 11.05%

6) Innovations:

Department actively seeks out and tests innovative new approaches, processes and technologies in a quantifiable, lean, entrepreneurial manner to improve performance and productivity.

Innovation/New Idea	Return on Investment/Benefit
DSWS - Continued pilot program to maximize throughput during on-peak electricity pricing periods.	Maximize electricity revenue generation at the Resource Recovery Facility
DEPC – Developed a web-based case management system that is fully integrated with MC311.	Allows easy transfer of MC311 information to enforcement staff and ability to utilize case management system in field via laptop computer, tablet, or smart phone.
WMD - DEP's IT staff members are using GIS to delineate recreational areas, building footprints, and multi-family properties in the County.	Improve the accuracy of the GIS-based County impervious surface data to support stormwater management programs and enhance the Water Quality Protection Charge program



7) Collaborations and Partnerships:

Department actively participates in collaborations and partnerships with other departments to improve results beyond the scope of its own performance measures. Please only list accomplishments that had positive results for other department(s) as well.

a) Total \$\$ saved by through collaborations and partnerships with other departments

(Source: Department)

b) List your accomplishments and/or expected results

(Source: Department)

- DSWS - Provides technical assistance, training, education, and recommendations on waste reduction, recycling and buying recycled products for Federal, state and local agencies located in the County.
- DEPC – Coordinates Interagency Committee on Energy & Utilities Management, a cross-agency team that seeks to maximize energy efficiency opportunities and reduce the cost of energy procurement.
- WMD – Works with DOT to coordinates the implementation of low-impact development stormwater controls within the County roads right-of-way. Also coordinates stream restoration with WSSC to improve failing/aging infrastructure through sewer relining while also accomplishing stream restoration

8) Environmental Stewardship:

Department actively makes appropriate changes to workplace operations, workflow, employee behavior, equipment use, and public interactions to increase energy-efficiency, reduce its environmental footprint, and implement other environmentally responsible practices.

a) 14% increase in print and mail expenditures (Source: CountyStat)

b) 40% increase in paper purchases (measured in total sheets of paper) (Source: CountyStat)

- DSWS - Continues to voluntarily operate “Low NOx” technology keeping smog-producing NOx (oxides of nitrogen) emissions from the Resource Recovery Facility at half of what they would otherwise be—equivalent to keeping 70,000 cars off the road.
- DSWS - Commercial Recycling program assists businesses in developing Cooperative Collection Projects, bringing about more cost-effective, efficient refuse and recycling collection methods, resulting in increased recycling, reduced costs to participants, and fewer truck trips.
- DSWS – Continues to promote, encourage and provide training for businesses and multi-family properties to utilize the on-line reporting system for Annual Waste Reduction and Recycling Reports to reduce paper usage.
- DEPC – Expanding use of web-based and electronic communication tools (e-newsletters, Facebook, Twitter, etc.) to increase reach of education activities and reduce use of brochures, pamphlets, etc.
- WMD - The Biological Monitoring program maintains a blog (with RSS feed, photos and video) to outreach to interested parties and provide the latest field monitoring updates. The program also leverages the County’s social media portals by coordination with the PIO. This reduces paper-based outreach and is an effective awareness-building tool. WMD is also now using ArcPad and Dropbox technologies to increase the productivity of field staff.